

DCI REMARKS TO
UNIVERSITY CENTER FOR
INTERNATIONAL STUDIES
PITTSBURGH
29 April 1985

Dean Coffey, members of the faculty, and friends. Whenever I am before an academic audience, I like to use the opportunity to show how we in CIA resemble in many ways an academic institution. It may surprise some in the audience to learn that we have over 500 Ph.D.'s at Langley and at least four times that number who hold MA's or other advanced degrees. Naturally, as you might suppose, a great number of these talented and well-educated young people are in the "traditional" intelligence disciplines of history, political science, foreign languages, cartography, international relations, area studies and library science.

But as the intelligence field becomes more specialized, our requirements for people having other skills has increased considerably. We now have aboard specialists in such unlikely disciplines as agronomy, demography, aerospace and nuclear engineering, medicine and the life sciences, photogrammetry, geology, and some other esoteric fields. And we certainly are looking to hire more of these highly-trained specialists.

The expansion of the intelligence business -- and the concomitant expansion in our requirements for specialized individuals -- conveys only one of the many ways in which we in the intelligence world depend upon those of you in the academic world. Institutions with high educational standards such as the University of Pittsburgh consistently produce the well-rounded individual we seek. For example, I am pleased to note that, as we speak, 93 Pitt graduates serve with me at our Langley campus.

But the close relationship that exists between American intelligence and the educational centers of our country, does not end merely with the production of graduates to serve as intelligence officers. We in CIA are energetically pursuing closer relations with the academic world in several areas: exchanges between our analysts and experts on various campuses; opportunities for academicians to serve on panels and committees dealing with crucial intelligence problems such as technology transfer, terrorism, or Soviet foreign policy; the quest for independent research on our behalf; the conduct of specialized training or education for our analysts and other officers; and service at CIA under the auspices of a Scholar-in-Residence program.

I wish to briefly cover several of these programs before we turn to questions and answers. Let's start with the last item first.

CIA has sponsored a Scholar-in-Residence program for about four years. The Scholar-in-Residence comes to us on a one or two-year sabbatical leave. We, of course, provide appropriate pay and moving allowances for the scholar during his Washington stay. We have had, to date, about a dozen academics participate in this program and we feel that both sides have gained from this relationship. The Scholar is hired because he has extensive knowledge of some field that is of intelligence interest to us -- for example, Soviet advances in microelectronics technology -- and is cleared and badged as would be one of our employees. The Scholar then performs as a member of our team for the

period of his stay....

period of his stay with us. Upon his or her departure, we hope that our Scholar will have received an in-depth view of the Intelligence Community and its efforts in the field of interest, and a keener appreciation of the dynamics of his or her own discipline. Thus far, we have been immensely pleased with this program.

I also mentioned that academics are encouraged to participate in the independent review of National Intelligence Estimates. An Estimate, as many of you know, is a document produced by the Intelligence Community which provides broad background and in-depth treatment of intelligence problems as they affect policy formulation. In the past, Estimates were rightly criticized for their bland treatment of contentious issues -- issues that often had no one clear outcome. We now encourage the development of alternative analysis that identifies a range of possible outcomes and consequences to any given intelligence problem. The Estimate is not diluted into a weak soup that everyone concurs in. Indeed, dissent and debate is encouraged. Upon occasion, we will bring aboard members of the academic community with solid credentials in the matter under consideration who can provide an additional unbiased review of the draft Estimate and comment upon or criticize either the material contained therein, or the methodologies used in drafting that Estimate. We have found this kind of partnership to be very beneficial and hope to continue this cooperation.

Another fertile area for cooperation with members of academe is in the contractual sphere. Often, we can make excellent use of some of the better research centers....

better research centers or individual scholars who can do basic research for us, or some analysis of data where we lack either facilities or analysts. It is true that most of these needs fall in the technical and engineering areas, but I think that much could be done by imaginative cooperation between such academic specialists as economists, demographers, sociologists, and area specialists and their counterparts within our halls.

Yet another area of potential mutual benefit lies in the exchange of ideas. Quite often we send our best and brightest analysts out to conferences and symposia held on various campuses. Sometimes these analysts submit papers and in many cases they engage in lively discussions of topics of interest. We feel that the more this happens, the better it is for us. We can always learn new things regardless of the depth of our expertise on any given subject, and we profit from different points of view. My Deputy Director for Intelligence, Dr. Robert M. Gates, insists that his analysts leave the cloister at Langley for the rough-and-tumble of such conferences. He also, by the way, insists that his analysts take graduate-level courses every second year to stay abreast of their subjects.

In this regard, I should note that we have a particularly lively relationship with the colleges and universities in the Washington metropolitan area. As I've said, our analysts and other officers are enrolled at some 30 different institutions in various programs. The Agency also hires some specialists to teach condensed courses on critical

subjects that may be....

subjects that may be needed by significant numbers of our people. But it may come as a surprise to you to know that more than 80 CIA employees serve as Adjunct Professors at various academic institutions in Washington, Maryland, and Northern Virginia. All are fully accredited by the institutions that employ them on a part-time or after-hours basis. In short, the ties between CIA and the university campus run deep.

Having said all this, I would be remiss if I did not spend a few minutes describing the intelligence process at CIA and the many talented people -- some of whom you trained and prepared -- who serve your country today. As you know, the raw materials needed in the production of finished intelligence include photography, electronics, acoustics, seismic readings, and other technological marvels to gather facts from all corners of the earth. These capabilities have been, and are being, enhanced as new technologies and new intelligence needs emerge. As a result, we expect a fourfold increase in photos, signals, and reports in the next five years. To sift and evaluate and get practical meaning from this enormous flow of facts we must recruit and develop dedicated people. We have scholars and scientists in every discipline of the social and physical sciences -- as well as engineers and specialists in computers and communications. We frequently ask scientists, engineers, and specialists in the humanities who roam the world in their professional capacities to volunteer information that comes their way and for the insights and understanding they possess.

All this is distilled....

All this is distilled into CIA intelligence assessments and, where appropriate, addressed in National Intelligence Estimates relevant to the decisions which the President and his colleagues must make.

To get the assistance of people around the world who share our values and want to help us in this work, CIA must maintain its reputation for integrity, competence, confidentiality, reliability, and security. The quality of the intelligence we produce, the loyalty and dedication of our people, and the large numbers of Americans interested in joining our ranks clearly demonstrate that we do maintain that kind of a reputation despite a drumbeat of criticism in the media. With very few exceptions, the highly publicized charges made against the CIA during the mid-70s turned out to be false. Often, the charges made the front pages, but the truth was often buried away so that few people noticed. This ordeal was largely terminated by a few courageous leaders in the Congress who spoke up to declare that the Intelligence Community had been libeled and vilified. Out of this came a Congressional oversight process which has assured that special intelligence activities are known and scrutinized by elected legislatures responsible directly to the people. Still, despite this, intelligence gets a lot of flack and always will. As many of you know, everything imaginable is blamed on CIA and secret intelligence activities, but we have learned to tough it out. It's the small price we pay to maintain a secret agency within a free society, and I'm convinced it is worth it.



Let me tell you....

Let me tell you something about the people who meet this challenge every day, and what my officers say about themselves. Their quality and character is epitomized in a CIA Credo they designed which declares their mission and the standards that they demand of themselves. I expect it is not unlike your own. It says:

Our mission is to produce timely and high quality intelligence for the President and the Government of the United States.

We provide objective and unbiased evaluations and are always open to new perceptions and ready to challenge conventional wisdom.

We conduct our activities and ourselves according to the highest standards of integrity, morality, and honor and according to the spirit and letter of the law.

People are our most important resource. We seek the best and work to make them better.

The people employed by CIA have survived one of the most rigorous screening processes known to man -- the highest skill requirements, the toughest intelligence and psychological testings, close medical scrutiny, security clearances, and polygraphs. The ones who get through this obstacle course are smart, clean of drug and alcohol addiction, healthy, and psychologically able to cope. Last year we had

✓ 153,000 inquiries for....

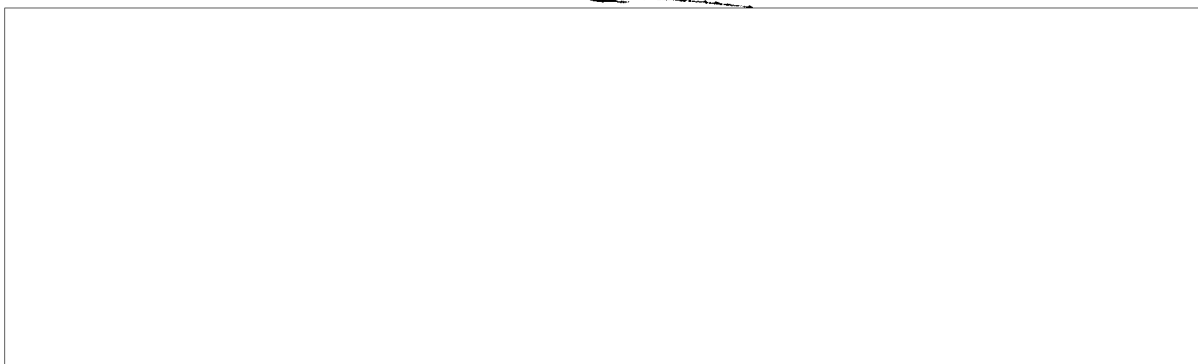
153,000 inquiries for employment; we selected 23,000 applicants for interviews; of those, 10,000 were actually considered for employment. Four-thousand were given all the tests. Of those 1,500 made it through the entire screening process and entered on duty. After a candidate has emerged from that funnel, there is a 3-year probationary period. Those who obtain career status must live with any number of security responsibilities, heavy travel demands, heavy pressure and time requirements, complete anonymity in many cases, and many other constraints. Last year they forfeited nearly 100,000 hours of annual leave and worked untold hours of uncompensated overtime. You won't find that in your ordinary organization. Finally, throughout their career they know that there is little public recognition for their achievements and that criticisms -- justified or not -- must be tolerated in silence.

Let me close by saying that CIA is not just my intelligence service. It is also yours. It is primarily yours. It works for our common security and well being. And there are several things you can do to help it:

- ° You could speak up when our work and purposes are misunderstood and misrepresented.
- ° You can share your knowledge and insight with our officers who contact you for guidance and information.

°You can direct....

- You can direct promising young people looking for a challenging and honorable career to our recruiters.



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Thank you.

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